

AGENDA ITEM 9

COMMUNITY & SOCIAL AFFAIRS COMMITTEE

17th JUNE 2015

REPORT OF HEAD OF REGULATORY SERVICES

LEICESTERSHIRE LIGHTBULB PROJECT

1.0 PURPOSE OF REPORT

- 1.1 To set out the background to the Lightbulb Project, a county-wide transformational project seeking to deliver housing based support services more effectively.

2.0 RECOMMENDATIONS

- 2.1 **Members support our continued participation in the Lightbulb Project.**

3.0 KEY ISSUES

Background

- 3.1 District Councils, as housing authorities, are responsible for enabling and delivering a range of services which have an impact on the health, wellbeing and independence of people. This includes such services as Disabled Facilities Grants (DFGs), energy efficiency and affordable warmth services and, in some districts, Handy Person Services.

Over the past few years the Leicestershire District Councils have worked together to improve services and to access external funding opportunities to improve the time it takes to complete a disabled adaptation and to support affordable warmth programmes. Attached at Appendix 1 are the statistics for Melton Borough Council and a comparison with Leicestershire overall.

The Housing Services Partnership (HSP) was set up in 2012 to bring together senior housing staff from the Districts along with commissioners from Public Health, Adult and Children's Social Care, registered housing providers and voluntary sector organisations such as the Citizens Advice Bureau (CAB) and the Bridge, who offer housing support services. The purpose of the HSP is to strengthen joint working around housing services so that there is more of a place based approach to responding to commissioning and policy changes and issues which affect housing and how services support vulnerable people, can be considered strategically.

In 2013 the HSP worked with the Chartered Institute of Housing to identify the District's Housing Offer to Health (HOTH) locally. This was accepted by the County Health and Wellbeing Board and led to three practical housing based change projects. These projects were:

- **Housing Pathway to support Hospital Discharge** – *to identify and deliver housing solutions to prevent delayed hospital discharge. Two pilot housing projects are in place funded by health partners to demonstrate how housing can reduce delays in getting people back to stable accommodation once they are medically fit to be discharged.*
- **Establishing First Contact in GP surgeries** – *to reduce demand on Primary Care by effectively signposting to multiple agencies for practical interventions using one referral form. First Contact is now being delivered through 44 of the County's GPs*

surgeries and 85% of GP practices have received training in the First Contact system. This is a good platform from which to develop social prescribing models of care.

- **Lightbulb** – *to provide practical primary housing based prevention support to improve services for vulnerable people, reduce emergency admissions and delayed hospital discharge. Without such housing based support in place many of the benefits of the integration of health and social care services will be diluted, if a person's home isn't suitable for them to live safely and independently.*

In late 2013 the Government introduced the Better Care Fund (BCF) as a tool to drive integration between health and social care, to reduce costs to the health system and to improve outcomes for people. The BCF is a redirection of money, primarily from health, into a shared budget held by the County Council and is not new money. In 2015/6 the capital allocations to District Councils to support the delivery of mandatory Disabled Facilities Grants became part of the BCF. For 2015/16 County Councils are required to passport this capital back to District Councils on the basis of a nationally set allocation formula. It is not known whether this passporting will be continued into 2016/17 and beyond, even though it seems the mandatory statutory requirement on District Councils to deliver DFGs will remain. It is therefore vital that the Leicestershire Health & Wellbeing Board (LHWBB) and commissioners in health understand the role and contribution of district housing services, such as a DFG, to delivering health and social care transformation and better outcomes for people at lower cost to the whole system.

The BCF is designed to drive service innovation and change which will reduce emergency admissions to hospital. Unlike many other BCF submissions, the Leicestershire plan clearly recognises the role of housing services as a secondary prevention service and incorporates the HOTH in its focus.

3.2 The Lightbulb Project

Officers from District Councils, the County Council and Foundations (the national umbrella organisation for Home Improvement Agencies) have developed the vision and outline proposals for the Lightbulb Project. This work has been led through Blaby as their Chief Executive (CE) holds the role as strategic lead on health, housing and wellbeing for the seven Leicestershire District Councils.

The vision for Lightbulb is to integrate practical housing support into a single service that is available to all, easier to access, easier to use and will provide support shaped around an individual's need not an organisation's processes.

In essence the Lightbulb Project aims to redesign housing support so that it can manage, design, deliver, and commission holistic housing support that will support people to stay independently and safely at home and provide savings to the wider health and social care economy. This transformation will focus on the achievement of three key changes to the frontline offer, which is currently spread across several agencies with different access routes, thresholds and hand-offs between services.

- **A single point of contact or referral;**
- **A single, broader assessment process and case management service;**
- **A broader offer of housing support and advice** with access to handyperson services, cost effective recycled furniture, affordable warmth advice and practical support including housing based assessment services and minor and major adaptations.

In order to deliver Lightbulb, major change and commitment across all eight Leicestershire authorities will be required with the support of health commissioners, the aim being to ensure that financial resources are available to meet increased housing demands (and costs to housing authorities) which will then reduce demands and costs to the health system. There has been an initial commitment from all Districts and the County Council to the Lightbulb concept and support for further partnership work to develop the business case, introduce governance arrangements and change management resources.

3.3 Current Position

Funding: the Lightbulb Project has secured £1m of DCLG Transformation Challenge Award (TCA) funding based on a business case developed in partnership across Leicestershire's public sector. In addition it has secured funding from the LCC Adults and Communities budget (£125k from October in 2015/16 and £250k annually from 16/17) and £100k from the BCF. This money is being held by Blaby as the lead project authority

Programme Management: A Programme Manager and Service Manager have been appointed on two year contracts. These posts are hosted by Blaby DC.

In addition Business Analysis, Programme Support, Finance, Procurement, HR and Communication resources are being allocated from across Blaby DC and LCC so that a dedicated team is in place to deliver against the bid's timetable.

The draft project plan and risk register has been developed by the Programme Manager and considered by the Board

Governance: Terms of reference for the Lightbulb Programme Board (Appendix 2) and Year One Steering Group (Appendix 3) have been agreed and the first Board meetings have been held with the Strategic Director (CAM) as the MBC representative. The Board is chaired by the Director of Integration, a shared post between LCC and the two County Clinical Commissioning Groups. The Board has been considering and is currently seeking to agree a memorandum of understanding for year one.

It is also intended that the terms of reference for a Members Advisory Group will be developed. This group will bring together lead members from all eight partner councils with a brief for housing services and health in order for them to steer, challenge and champion the delivery of the Lightbulb project.

All agencies represented on the Programme Board will be expected to sign the Memorandum of Understanding or Statement of Commitment to ensure the effective delivery of the project and as stated above this is currently being finalised.

The Steering Group will produce regular communications for all partners to ensure all interested parties are kept updated with the progression of the project and these will be disseminated to members through appropriate channels such as the member's e-newsletters.

Customer Insight: External resources have been procured to seek to ensure that the needs of people who already use and those we would wish to access housing support become an established voice in the development of the project. Existing customer insight project is being reviewed and new insight will be sought to assist in the pilot design and evaluation process.

Business Analysis: The project will identify key questions and design principles to form the basis for an "as is" end to end business analysis that will seek to identify savings, efficiencies and improvements on existing services. This will assist in the pilot design and evaluation process.

Staff Input: An engagement plan will be developed shortly to ensure that the design of the pilot takes on board the input of front line staff.

Pilot Design: A small group is working on the pilot scope, scale, cross section and work flows prior to testing and challenge by a wider group and consultants.

Aim of the Three Year Lightbulb Project

The Light Bulb project will be phased over three years

1	To have Light bulb's offer developed and understood	Undertake detailed customer insight and end to end business analysis of the process Develop processes to map the impact of Light bulb on the health budgets Develop and evaluate a pilot service in Blaby and North-West Leicestershire, with a Pilot GP referral service in Hinckley & Bosworth.
2	To have Light bulb operational and services integrated and able to make the case for resources from health budgets to cover increased demand	Establish a single point of contact across the districts Integrate the assessment offer across the districts according to the outcome of the pilot service in year
3	For Lightbulb to consider its business model based on where it can viably expand or continue to develop.	Deliver a broader offer of support to meet housing needs.

3.4 Outcome

The Lightbulb Project is an opportunity for Leicestershire to fundamentally redesign a complicated system which, in many cases, is over complicated, bureaucratic and doesn't always serve disabled or older people well.

If we can do this we will be directing money from high end health and social care interventions towards targeted prevention which will help vulnerable and at risk people to stay living independently at home with fewer admissions to hospital and fewer visits to the GP whilst costing less to all services across Leicestershire .

The DCLG who are funding £1m will also be looking at the success of the project to determine whether it is successful and can be rolled out nationally.

4.0 POLICY AND CORPORATE IMPLICATIONS

4.1 The project will contribute to Corporate Priority of People, it will assist vulnerable, and particularly, elderly residents.

4.2 It is hoped that the project will improve performance across Leicestershire.

5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS

- 5.1 Melton Borough Council has received funding directly from DCLG for mandatory disabled adaptations, and Melton Borough Council provides funds to supplement the Government contribution.

In this financial year, the funding was provided through the Better Care Fund to Leicestershire County Council, who were directed to contribute the £133,000 to Melton Borough Council.

It is not known how the Government funding will operate in future years, but it is anticipated that if the Lightbulb project is successful, the budget will be pooled including each of the District Council contributions. It will be a legal requirement that all allocated funds can only be spent in the allocated area, i.e. all funds from DCLG for Melton and the Melton contribution can only be spent in the Borough of Melton.

6.0 LEGAL IMPLICATIONS/POWERS

- 6.1 Relevant legal and HR advice will be sought as the project develops. This may be drawn from one partner or a number of partners as required. The Solicitor to the Council has been involved in relevant meetings to date.

7.0 COMMUNITY SAFETY

- 7.1 A major aim of the project is to protect Community safety, especially determining whether falls in the home can be prevented, which in turn prevent expensive hospital admissions.

8.0 EQUALITIES

- 8.1 The project seeks to assist the vulnerable and the elderly.

9.0 RISKS

9.1

L I K E L I H O O D	A	Very High				
	B	High				
	C	Significant				
	D	Low	1			
	E	Very Low		2		
	F	Almost Impossible				
			Negligible 1	Marginal 2	Critical 3	Catastrophic 4

IMPACT

Risk No	Risk Description
1	If the pilot does not prove successful and the project does roll out to all District Council's, MBC will still be able to administer the adaptation process.
2	Budgets are pooled in subsequent years but funding is not all spent in the Borough of Melton

10.0 CLIMATE CHANGE

10.1 The project includes funding to contribute to Warm Homes. This has been proven to prevent falls (for example).

11.0 CONSULTATION

11.1 There is currently a Customer Insight consultation being undertaken. As the project develops there will be widespread consultation and a Communication Officer is part of the project to assist with this.

12.0 WARDS AFFECTED

12.1 All wards could potentially benefit from the project.

Contact Officer: Victoria Clarke

Date: 9th June 2015

Appendices : Appendix 1 – DFG statistics for Melton Borough Council and a comparison with Leicestershire
Appendix 2 -Terms of reference for a Lightbulb Programme Board
Appendix 3 - Year One Steering Group

Reference : X:\Cttee, Council & Sub Cttees\CSA\2015.16\170615